

**Whitman College Budget Advisory Committee
2010 - Future Meeting Topics and Proposed Dates
2:00 PM to 4:00 PM**

Meeting 1 – Friday October 22 – Orientation for all new members MEM 324
Optional for returning members

Opening Comments and IntroductionsPeter Harvey, Treasurer
Overview of BudgetPeter Harvey, Treasurer
Review of 2009/2010 Fiscal Year.....Peter Harvey, Treasurer
Benchmark Reports.....Peter Harvey, Treasurer
General Discussion All

Meeting 2 – Friday, November 12, 2010 – All Committee Members MEM 324

Opening Comments and IntroductionsPeter Harvey, Treasurer
Vision for Committee and Priorities for the College..... George Bridges, President
Presentations of Priorities by All Budget Officers
ASWC Priorities Carson Burns, ASWC President

Meeting 3 – Friday, November 19, 2010 – All Committee Members MEM 324

Committee Discussion on Priorities All

BUDGET ADVISORY COMMITTEE MEETING

OCTOBER 22, 2010

Whitman College Budget Report

CURRENT FUND SOURCES	2008/09		2008/09		2009/10		2009/10	
	Approved Budget		Actual	% Total	Approved Budget		Actual	% Total
Full-Time Equivalent Tuition increase / charge	1,435 6.75%		1,431 34,880		1,445 5.00%		1,460 36,620	
TUITION & FEES	50,052,800		49,897,432		52,915,900		53,452,562	
LESS UNRESTRICTED FINANCIAL AID	12,022,271		11,903,259		13,970,600		14,811,617	
LESS RESTRICTED FINANCIAL AID	6,096,843		6,261,647		5,608,283		5,661,952	
SUBTOTAL INSTITUTIONAL AID	18,119,114	36.2%	18,164,906	36.4%	19,578,883	37.0%	20,473,569	38.3%
NET TUITION	31,933,686	61%	31,732,526		33,337,017	64%	32,978,993	
INSTRUCTIONAL FEES	267,068	1%	330,934		267,068	1%	378,311	
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,583,487		1,150,000	2%	1,285,331	
FEDERAL FINANCIAL AID	368,000	1%	369,936		365,000	1%	411,329	
ENDOWMENT INCOME	16,419,870	31%	16,419,870		15,175,000	29%	15,175,000	
INVESTMENT INCOME	700,000	1%	246,303		150,000	0%	182,811	
MISCELLANEOUS INCOME	257,000	0%	257,824		257,000	0%	293,143	
ASWC FEES	432,450	1%	445,255		445,424	1%	470,059	
SPONSORED PROGRAMS	270,249	1%	303,710		273,451	1%	367,811	
TRANSFER INCOME FROM AUXILIARY	891,529	2%	891,529		922,140	2%	922,140	
SUBTOTAL EDUCATION AND GENERAL	52,689,852	100%	52,581,374		52,342,100	100%	52,464,928	
RESIDENCE HALLS	3,308,232	38%	3,462,088		3,473,644	38%	3,631,072	
FOOD SERVICE	3,539,340	40%	3,901,490		3,716,307	41%	4,063,182	
STUDENT CENTER	1,231,750	14%	1,128,294		1,232,471	14%	1,202,903	
OTHER AUXILIARY	667,101	8%	589,329		677,751	7%	603,225	
SUBTOTAL AUXILIARY	8,746,423	100%	9,081,201		9,100,173	100%	9,500,382	
TOTAL CURRENT FUND SOURCES	61,436,275		61,662,575		61,442,273		61,965,310	

Whitman College Budget Report

CURRENT FUND USES	2008/09		2008/09 Actual	2009/10		2009/10 Actual
	Approved Budget	% Total		Approved Budget	% Total	
Faculty Salary Change	6.0%			0.0%		
Staff Salary Change	5.0%			0.0%		
Fringe Benefit Rate - OPE	36.5%			37.0%		
INSTRUCTION	20,505,548	41%	20,117,060	20,031,897	40%	19,625,610
ACADEMIC SUPPORT	7,353,477	15%	7,014,823	7,038,700	14%	6,705,950
SPONSORED PROGRAMS	270,249	1%	291,940	273,451	1%	367,957
STUDENT SERVICES	6,521,027	13%	6,677,101	6,644,653	13%	6,484,984
INSTITUTIONAL SUPPORT	9,269,402	19%	8,434,966	8,885,400	18%	9,039,981
PHYSICAL PLANT	5,884,347	12%	6,576,723	6,641,984	13%	6,441,808
FEDERAL FINANCIAL AID	183,750	0%	210,600	180,000	0%	225,997
SUBTOTAL EDUCATION AND GENERAL	49,987,800	100%	49,323,213	49,696,085	100%	48,892,287
RESIDENCE HALLS	2,858,232	35%	3,012,088	3,023,644	35%	3,181,072
FOOD SERVICE	3,514,340	43%	3,876,490	3,690,307	43%	4,037,182
STUDENT CENTER	1,206,000	15%	1,102,544	1,206,721	14%	1,177,153
OTHER AUXILIARY	667,101	8%	589,329	677,751	8%	603,225
SUBTOTAL AUXILIARY	8,245,673	100%	8,580,451	8,598,423	100%	8,998,632
SUBTOTAL OPERATING EXPENSES	58,233,473		57,903,664	58,294,508		57,890,919
CAMPUS REPLACEMENT RESERVE	2,368,250		2,368,250	2,069,250		2,069,250
AUXILIARY REPLACEMENT RESERVE	500,750		500,750	501,750		501,750
SUBTOTAL REPLACEMENT RESERVE	2,869,000		2,869,000	2,571,000		2,571,000
ENROLLMENT CONTINGENCY	333,802		333,802	576,765		358,024
TOTAL CURRENT FUND USES	61,436,275		61,106,466	61,442,273		60,819,943
NET SOURCES / (USES)	0		556,109	0		1,145,367
Department Surpluses to Reserves			(122,622)			(791,296)
Net Tuition Revenue-Trustee Designated						(218,741)
Unrestricted Gift Surplus-Trustee Designated			(433,487)			(135,330)
BALANCE			(0)			0

2010 Tuition Pricing History

Panel of 14	2007/2008	2008/2009 % Inc	2008/2009	2009/2010 % Inc	2009/2010	2010/2011 % Inc	2010/2011	3-YR Cum. % Inc	3-YR Avg. % Inc
Beloit	29,678	5.5%	31,310	6.0%	33,188	4.9%	34,808	17.3%	5.8%
Carleton College	35,958	5.2%	37,845	4.5%	39,546	3.9%	41,076	14.2%	4.7%
Colby College	35,150	5.3%	37,000	3.7%	38,370	3.3%	39,640	12.8%	4.3%
Colorado College	33,972	5.5%	35,844	4.0%	37,278	3.9%	38,748	14.1%	4.7%
Grinnell	33,910	4.5%	35,428	3.0%	36,476	2.8%	37,482	10.5%	3.5%
Haverford	35,058	6.0%	37,175	4.2%	38,735	3.9%	40,260	14.8%	4.9%
Knox	28,875	4.5%	30,180	4.6%	31,575	3.5%	32,679	13.2%	4.4%
Oberlin	36,064	5.4%	38,012	4.4%	39,686	3.9%	41,234	14.3%	4.8%
Occidental College	34,440	5.0%	36,160	5.0%	37,970	5.0%	39,870	15.8%	5.3%
Pomona	33,635	5.0%	35,318	3.9%	36,710	3.7%	38,086	13.2%	4.4%
Reed College	36,190	4.9%	37,960	3.9%	39,440	3.8%	40,940	13.1%	4.4%
Swarthmore	34,564	4.6%	36,154	3.8%	37,510	4.7%	39,260	13.6%	4.5%
Wabash	25,900	6.2%	27,500	5.8%	29,100	4.5%	30,400	17.4%	5.8%
Whitman	32,670	6.8%	34,880	5.0%	36,620	5.0%	38,450	17.7%	5.9%
Average	33,903	5.2%	35,657	4.3%	37,179	3.9%	38,620	13.9%	4.6%
Median	34,206	5.3%	35,999	4.3%	37,394	3.9%	39,004	14.3%	4.8%
Whitman	32,670	6.8%	34,880	5.0%	36,620	5.0%	38,450	17.7%	5.9%
Percent difference from median	-5%	22%	-3%	14%	-2%	22%	-1%	19%	19%

Admission Overlap Group	2007/2008	2008/2009 % Inc	2008/2009	2009/2010 % Inc	2009/2010	2010/2011 % Inc.	2010/2011	3-YR Cum. % Inc	3-YR Avg. % Inc
Colorado College	33,972	5.5%	35,844	4.0%	37,278	3.9%	38,748	14.1%	4.7%
Lewis & Clark College	31,624	5.9%	33,490	4.5%	34,995	4.0%	36,394	15.1%	5.0%
Macalester College	33,494	9.0%	36,504	4.6%	38,174	4.9%	40,046	19.6%	6.5%
Occidental College	34,440	5.0%	36,160	5.0%	37,970	5.0%	39,870	15.8%	5.3%
University of Puget Sound	31,700	6.6%	33,780	4.9%	35,440	4.5%	37,030	16.8%	5.6%
Willamette University	31,657	6.6%	33,750	4.9%	35,400	4.9%	37,150	17.4%	5.8%
Whitman College	32,670	6.8%	34,880	5.0%	36,620	5.0%	38,450	17.7%	5.9%
Average	32,794	6.5%	34,915	4.7%	36,554	4.6%	38,241	16.6%	5.5%
Median	32,670	6.6%	34,880	4.9%	36,620	4.9%	38,450	16.8%	5.6%
Whitman College	32,670	6.8%	34,880	5.0%	36,620	5.0%	38,450	17.7%	5.9%
Percent difference from median	0%	3%	0%	2%	0%	2%	0%	5%	5%

2010 Panel of 14 Benchmarking Report

Institution	Undergraduate ¹				Percent ²		Tuition ³ Discount Rate	Endowment ⁴ Per Student	Accept ¹ Rate 2009	SAT 25th ¹ to 75th Percentile							
	US News ¹ Rank	Academic Reputation Index	2010-2011 ² Tuition	2010-2011 ³ Est Net Tuition	Tuition Increase from 2009-2010												
Beloit College	55	69	34,808	18,504	4.9%		46.84%	78,645	73.0%	1150 - 1340							
Carleton College	8	85	41,076	26,712	3.9%		34.97%	261,929	31.0%	1320 - 1500							
Colby College	23	82	41,380	29,165	7.8%		29.52%	245,390	34.0%	1270 - 1440							
Colorado College	26	77	38,748	25,791	3.9%		33.44%	203,307	32.0%	1240 - 1420							
Grinnell College	18	85	37,482	16,173	2.8%		56.85%	649,517	34.0%	1220 - 1460							
Haverford College	9	81	40,260	27,477	3.9%		31.75%	289,979	25.0%	1300 - 1480							
Knox College	75	67	32,679	18,725	3.5%		42.70%	42,316	74.0%	1190 - 1380							
Oberlin College	23	83	41,234	23,503	3.9%		43.00%	193,075	34.0%	1300 - 1470							
Occidental College	36	78	39,870	21,829	5.0%	0	37.07%	151,893	43.0%	1200 - 1380							
Pomona College	6	86	38,086	24,821	3.7%		34.83%	879,869	16.0%	1400 - 1550							
Reed College	54	80	40,940	26,767	3.8%		34.62%	217,901	41.0%	1280 - 1470							
Swarthmore College	3	92	39,260	23,595	4.7%		39.90%	767,806	16.0%	1340 - 1530							
Wabash College	58	70	30,400	14,233	4.5%		53.18%	298,742	49.0%	1030 - 1260							
Whitman College	38	10	71	11	38,450	9	24,508	7	5.0%	2	36.26%	7	208,519	9	44.0%	11	1240 - 1430
Average	31	79	38,191	22,986	4.4%		39.64%	320,635	39.0%	1249 - 1436							
Median	25	80.5	39,004	24,052	3.9%		36.67%	231,646	34.0%	1255 - 1450							
Whitman College	38	71	38,450	24,508	5.0%		36.26%	208,519	44.0%	1240 - 1430							
Percent difference from median	-36%	-13%	-1%	2%	21%		-1%	-11%	-23%	-1% -1%							

1) U.S. News & World Report, 2010 issue based off academic year 2008/2009 data. (Rank - 100 highest)
 2) Verified with each institution.
 3) Tuition discount rate from June 30, 2009 financial statements is applied to 2010/2011 actual tuition to estimate 2010/2011 net tuition.
 4) NACUBO Endowment Study 2009 based off June 30, 2009 endowment values.

2010 Admission Overlap Group Benchmarking Report

Institution	Undergraduate ¹		2010-2011 ² Tuition	2010-2011 ³ Est Net Tuition	Percent ²		Tuition ³ Discount Rate	Endowment ⁴ Per Student	Accept ¹ Rate 2009	SAT 25th ¹ to 75th Percentile
	US News ¹ Rank	Academic Reputation Index			Percent ² Increase from 2009-2010	Percent ² Increase from 2009-2010				
Colorado College	26	77	38,748	25,791	3.9%	33.44%	203,307	32.0%	1240 - 1420	
Lewis & Clark	75	67	36,394	24,384	4.0%	33.00%	51,056	65.0%	1220 - 1390	
Macalester College	26	81	40,046	22,478	4.9%	43.87%	291,630	46.0%	1290 - 1450	
Occidental College	36	78	39,870	21,829	5.0%	37.07%	151,893	43.0%	1200 - 1380	
Univ Puget Sound	81	66	37,030	23,736	4.5%	35.90%	70,427	63.0%	1130 - 1340	
Whitman College	38	4 71 4	38,450 4	24,508 2	5.0%	1 36.26%	4 208,519	2 44.0%	3 1240 - 1430 2/2	
Willamette Univ	59	67	37,150	20,507	4.9%	44.80%	77,077	67.0%	1120 - 1320	
Average	49	72.429	38,241	23,319	4.6%	37.76%	150,558	51.4%	1206 - 1390	
Median	38	71	38,450	23,736	4.9%	36.26%	151,893	46.0%	1220 - 1390	
Whitman College	38	71	38,450	24,508	5.0%	36.26%	208,519	44.0%	1240 - 1430	
Percent difference from median	0%	0%	0%	3%	2%	0%	27%	5%	2% 3%	

1) U.S. News & World Report, 2010 issue based off academic year 2008/2009 data. (Rank - 100 highest)

2) Verified with each institution.

3) Tuition discount rate from June 30, 2009 financial statements is applied to 2010/2011 actual tuition to estimate 2010/2011 net tuition.

4) NACUBO Endowment Study 2009 based off June 30, 2009 endowment values.

BUDGET ADVISORY COMMITTEE MEETING

NOVEMBER 12, 2010

BUDGET MODELING

Below is the endowment payout projection based on the “stabilization payout model.” The payout rates used are the same as were used last February. The payout for 2011-12 has increased from \$15.3M estimated last February to \$16M for several reasons: investment returns last year of 13% were higher than the assumed 7% return; farm income was higher; gifts and transfers into the endowment last year were about \$11M, well above the \$2M assumed on the model.

Year	% Annual Return	Current Payout Policy – (5% average of 12 quarters ending June 30)	Stabilization Payout Model (%)	
2007/08	.06	14,928,395	14,928,395	5.0
2008/09	(20)	16,419,870	16,419,870	5.0
2009/10	13	17,657,831	15,175,000	4.2
2010/11	7	17,217,337	15,175,000	4.4
2011/12	7	16,529,287	16,055,544	4.8
2012/13	7	15,678,794	16,915,496	5.4
2013/14	7	16,385,670	17,731,985	5.4
2014/15	7	16,681,396	17,763,049	5.3
2015/16	7	17,123,063	17,873,792	5.2
2016/17	7	17,593,821	17,965,237	5.1
2017/18	7	18,073,263	18,053,172	5.0
2018/19	7	18,566,125	18,506,255	5.0
Total		202,854,852	202,562,765	

Budget Model – Key Assumptions

- 1455 steady enrollment
- 5% tuition increases
- 40% discount rate year 1 and slowly declining thereafter
- Endowment income as per the above projection
- 2% salary pool year 1 and 3% thereafter
- 40% fringe benefits rate
- Projected debt service increases
- Three strategic plan priorities included in 2011-2012
 - fill vacant Associate Dean of Faculty position through national search \$40,000
 - support database needs of new finance position \$50,000
 - replace gift funding for two assistant coaches \$50,000
- No other strategic priorities included

Summary results: The model projects a \$1M deficit in year 1 and growing surpluses thereafter.

Alternative Scenario – Key Assumptions

- Same assumptions as budget model above except for a 0% salary pool in year 1.

Summary results: Deficit in year 1 reduced to \$489,000.

Conclusions and Next Steps

The combination of an increased discount rate and fringe benefits costs create significant financial challenges for next year and beyond.

Staff recognizes that significant steps must be taken to better align forecasted revenues and expenses. It is clear that the top priorities proposed in the strategic plan cannot be funded in the short-term unless existing budgets can be reallocated or revenues can be enhanced. New gifts to the endowment can also help fund these priorities in the long-term.

The officers of the college will take the steps necessary to achieve a balanced budget without compromising the core strengths of the college.

**Whitman College
Budget Model Executive Summary-1**

	10/11 Approved	11/12 Estimate	12/13 Estimate	13/14 Estimate
ASSUMPTIONS				
Tuition Charge	38,450	40,370	42,390	44,510
Annual Full-Time Equivalent Students	1,455	1,455	1,455	1,455
Enrollment Contingency (Student FTE)	25	25	25	25
Tuition Charge Increase	5.00%	5.00%	5.00%	5.00%
Discount rate	37.50%	40.00%	39.50%	39.00%
Assumed Endowment Growth	-20.00% actual	13.00%	7.00%	7.00%
Faculty Salary Change	2.00%	2.00%	3.00%	3.00%
Staff Salary Change	2.00%	2.00%	3.00%	3.00%
Fringe Benefit Rate - OPE	37.00%	40.00%	40.00%	40.00%
TUITION & FEES	55,944,750	58,738,350	61,677,450	64,762,050
LESS INSTITUTIONAL AID	20,979,281	23,495,340	24,362,593	25,257,200
NET TUITION REVENUE	<u>34,965,469</u>	<u>35,243,010</u>	<u>37,314,857</u>	<u>39,504,851</u>
TOTAL SOURCES	63,434,953	65,080,104	68,448,799	71,914,215
TOTAL USES	<u>63,434,953</u>	<u>66,292,144</u>	<u>68,294,635</u>	<u>70,194,120</u>
NET BUDGET BALANCE	<u>0</u>	<u>(1,212,040)</u>	<u>154,164</u>	<u>1,720,095</u>
BUDGET SENSITIVITY				
		<i>Changes start 2011/12 and remain steady thereafter</i>		
Change staff and faculty salary pools by 1%		371,000	759,000	1,172,000
Change tuition charge by 1%		334,000	709,000	1,125,000
Change discount rate by .50%		289,000	303,000	318,000
Change student FTEs by 10		242,000	256,000	272,000

**Whitman College
Budget Model Executive Summary-1**

	14/15 Estimate	15/16 Estimate	16/17 Estimate	17/18 Estimate	18/19 Estimate
ASSUMPTIONS					
Tuition Charge	46,740	49,080	51,530	54,110	56,820
Annual Full-Time Equivalent Students	1,455	1,455	1,455	1,455	1,455
Enrollment Contingency (Student FTE)	25	25	25	25	25
Tuition Charge Increase	5.00%	5.00%	5.00%	5.00%	5.00%
Discount rate	38.50%	38.00%	38.00%	38.00%	38.00%
Assumed Endowment Growth	7.00%	7.00%	7.00%	7.00%	7.00%
Faculty Salary Change	3.00%	3.00%	3.00%	3.00%	3.00%
Staff Salary Change	3.00%	3.00%	3.00%	3.00%	3.00%
Fringe Benefit Rate - OPE	40.00%	40.00%	40.00%	40.00%	40.00%
TUITION & FEES	68,006,700	71,411,400	74,976,150	78,730,050	82,673,100
LESS INSTITUTIONAL AID	26,182,580	27,136,332	28,490,937	29,917,419	31,415,778
NET TUITION REVENUE	<u>41,824,121</u>	<u>44,275,068</u>	<u>46,485,213</u>	<u>48,812,631</u>	<u>51,257,322</u>
TOTAL SOURCES	74,746,514	77,814,245	80,647,052	83,619,956	87,102,807
TOTAL USES	<u>72,062,767</u>	<u>74,008,950</u>	<u>76,016,344</u>	<u>78,095,355</u>	<u>80,293,643</u>
NET BUDGET BALANCE	<u>2,683,746</u>	<u>3,805,295</u>	<u>4,630,708</u>	<u>5,524,601</u>	<u>6,809,164</u>
BUDGET SENSITIVITY					
Change staff and faculty salary pools by 1%	1,615,000	2,088,000	2,594,000	3,132,000	3,706,000
Change tuition charge by 1%	1,592,000	2,110,000	2,678,000	3,289,000	3,963,000
Change discount rate by .50%	334,000	351,000	368,000	387,000	406,000
Change student FTEs by 10	287,000	304,000	319,000	335,000	352,000

Whitman College Budget Model-1

	09/10 Actual	% Total	10/11 Approved	% Total	11/12 Estimate	% Total	12/13 Estimate	% Total	13/14 Estimate	% Total
CURRENT FUND SOURCES										
ASSUMPTIONS										
Tuition Charge	36,620		38,450		40,370		42,390		44,510	
Annual Full-Time Paid Equivalent Students	1,460		1,455		1,455		1,455		1,455	
Tuition Charge Increase	5.00%		5.00%		5.00%		5.00%		5.00%	
Endowment Payout Rate	4.21%		4.40%		4.80%		5.40%		5.40%	
Assumed Endowment Growth	0.06% actual		-20.00% actual		13.00%		7.00%		7.00%	
Room Rate Change	5.00%		5.00%		5.00%		5.00%		5.00%	
Board Rate Change	5.00%		5.00%		6.00%		5.00%		5.00%	
TUITION & FEES	53,452,562		55,944,750		58,738,350		61,677,450		64,762,050	
LESS UNRESTRICTED INSTITUTIONAL AID	14,811,617	74.9%	15,456,208	73.7%	17,972,267	76.5%	18,839,520	77.3%	19,734,127	78.1%
LESS RESTRICTED INSTITUTIONAL AID	5,661,952	28.6%	5,523,073	26.3%	5,523,073	23.5%	5,523,073	22.7%	5,523,073	21.9%
SUBTOTAL INSTITUTIONAL AID	19,777,448	37.00%	20,979,281	37.50%	23,495,340	40.00%	24,362,593	39.50%	25,257,200	39.00%
NET TUITION REVENUE	32,978,993	63%	34,965,469	65%	35,243,010	64%	37,314,857	64%	39,504,851	65%
INSTRUCTIONAL FEES	378,311	1%	267,068	0%	267,068	0%	267,068	0%	267,068	0%
PRIVATE GIFTS & GRANTS	1,285,331	2%	1,150,000	2%	1,150,000	2%	1,150,000	2%	1,150,000	2%
FEDERAL FINANCIAL AID	411,329	1%	365,000	1%	365,000	1%	365,000	1%	365,000	1%
ENDOWMENT INCOME	15,175,000	29%	15,175,000	28%	16,055,544	29%	16,915,496	29%	17,731,985	29%
INVESTMENT INCOME	182,811	0%	150,000	0%	150,000	0%	150,000	0%	150,000	0%
MISCELLANEOUS INCOME	293,143	1%	257,000	0%	257,000	0%	257,000	0%	257,000	0%
ASWC INCOME	470,059	1%	458,786	1%	472,550	1%	486,726	1%	501,328	1%
SPONSORED PROGRAMS	367,811	1%	250,000	0%	269,354	0%	273,124	0%	277,007	0%
AUXILIARY TRANSFER	922,140	2%	931,361	2%	941,339	2%	952,058	2%	963,501	2%
SUBTOTAL EDUCATION & GENERAL	52,464,928	100%	53,969,684	100%	55,170,865	100%	58,131,329	100%	61,167,740	100%
RESIDENCE HALLS	3,631,072	36%	3,647,326	36%	3,829,693	36%	4,021,177	36%	4,222,236	36%
FOOD SERVICE	4,063,182	41%	3,902,122	41%	4,136,250	41%	4,343,062	41%	4,560,215	41%
STUDENT CENTER	1,202,903	13%	1,232,471	13%	1,235,009	12%	1,235,716	12%	1,237,006	12%
OTHER AUXILIARY	603,225	6%	683,350	7%	708,288	7%	717,514	7%	727,018	7%
SUBTOTAL AUXILIARY	9,500,382	100%	9,465,270	100%	9,909,240	100%	10,317,469	100%	10,746,475	100%
TOTAL CURRENT FUND SOURCES	61,965,310		63,434,953		65,080,104		68,448,799		71,914,215	

Whitman College Budget Model-1

	09/10 Actual	% Total	10/11 Approved	% Total	11/12 Estimate	% Total	12/13 Estimate	% Total	13/14 Estimate	% Total
CURRENT FUND USES										
ASSUMPTIONS										
Faculty Salary Change	0.00%		2.00%		2.00%		3.00%		3.00%	
Staff Salary Change	0.00%		2.00%		2.00%		3.00%		3.00%	
Fringe Benefit Rate - OPE	37.00%		37.00%		40.00%		40.00%		40.00%	
INSTRUCTION	19,625,610	40%	20,525,680	40%	21,447,363	40%	22,056,014	40%	22,682,924	40%
ACADEMIC SUPPORT	6,705,950	14%	7,089,811	14%	7,355,927	14%	7,513,808	14%	7,670,247	14%
SPONSORED PROGRAMS	367,957	1%	250,000	0%	269,354	1%	273,124	0%	277,007	0%
STUDENT SERVICES	6,484,984	13%	6,796,502	13%	7,056,586	13%	7,205,069	13%	7,357,354	13%
INSTITUTIONAL SUPPORT	9,039,981	18%	9,308,849	18%	9,681,836	18%	9,979,694	18%	10,285,703	18%
PHYSICAL PLANT	6,441,808	13%	7,120,363	14%	7,580,340	14%	7,829,050	14%	7,919,536	14%
FEDERAL FINANCIAL AID	225,997	0%	180,000	0%	180,000	0%	180,000	0%	180,000	0%
 SUBTOTAL EDUCATION & GENERAL	<u>48,892,287</u>	<u>100%</u>	<u>51,271,205</u>	<u>100%</u>	<u>53,571,406</u>	<u>100%</u>	<u>55,036,759</u>	<u>100%</u>	<u>56,372,772</u>	<u>100%</u>
RESIDENCE HALLS	3,181,072	35%	3,185,326	36%	3,358,453	36%	3,535,800	36%	3,722,297	37%
FOOD SERVICE	4,037,182	45%	3,877,570	43%	4,110,961	44%	4,317,015	44%	4,533,387	44%
STUDENT CENTER	1,177,153	13%	1,206,721	13%	1,208,487	13%	1,208,398	12%	1,208,869	12%
OTHER AUXILIARY	603,225	7%	683,350	8%	708,288	8%	717,514	7%	727,018	7%
 SUBTOTAL AUXILIARY	<u>8,998,632</u>	<u>100%</u>	<u>8,952,967</u>	<u>100%</u>	<u>9,386,188</u>	<u>100%</u>	<u>9,778,727</u>	<u>100%</u>	<u>10,191,570</u>	<u>100%</u>
 SUBTOTAL OPERATING EXPENSE	<u>57,890,919</u>		<u>60,224,172</u>		<u>62,957,594</u>		<u>64,815,486</u>		<u>66,564,342</u>	
CAMPUS REPLACEMENT RESERVE	2,069,250	80%	2,097,698	80%	2,205,949	81%	2,299,257	81%	2,396,095	81%
AUXILIARY REPLACEMENT RESERVE	501,750	20%	512,302	20%	523,051	19%	538,743	19%	554,905	19%
 SUBTOTAL REPLACEMENT RESERVE	<u>2,571,000</u>	<u>100%</u>	<u>2,610,000</u>	<u>100%</u>	<u>2,729,000</u>	<u>100%</u>	<u>2,838,000</u>	<u>100%</u>	<u>2,951,000</u>	<u>100%</u>
ENROLLMENT CONTINGENCY	358,024		600,781		605,550		641,149		678,778	
TOTAL CURRENT FUND USES	<u>60,819,943</u>		<u>63,434,953</u>		<u>66,292,144</u>		<u>68,294,635</u>		<u>70,194,120</u>	
NET SOURCES / (USES)	<u>1,145,370</u>		<u>0</u>		<u>(1,212,040)</u>		<u>154,164</u>		<u>1,720,095</u>	

Whitman College Budget Model-1

	14/15 Estimate	% Total	15/16 Estimate	% Total	16/17 Estimate	% Total	17/18 Estimate	% Total	18/19 Estimate	% Total
CURRENT FUND SOURCES										
ASSUMPTIONS										
Tuition Charge	46,740		49,080		51,530		54,110		56,820	
Annual Full-Time Paid Equivalent Students	1,455		1,455		1,455		1,455		1,455	
Tuition Charge Increase	5.00%		5.00%		5.00%		5.00%		5.00%	
Endowment Payout Rate	5.30%		5.20%		5.10%		5.00%		5.00%	
Assumed Endowment Growth	7.00%		7.00%		7.00%		7.00%		7.00%	
Room Rate Change	5.00%		5.00%		5.00%		5.00%		5.00%	
Board Rate Change	5.00%		5.00%		5.00%		5.00%		5.00%	
TUITION & FEES	68,006,700		71,411,400		74,976,150		78,730,050		82,673,100	
LESS UNRESTRICTED INSTITUTIONAL AID	20,659,507	78.9%	21,613,259	79.6%	22,967,864	80.6%	24,394,346	81.5%	25,892,705	82.4%
LESS RESTRICTED INSTITUTIONAL AID	5,523,073	21.1%	5,523,073	20.4%	5,523,073	19.4%	5,523,073	18.5%	5,523,073	17.6%
SUBTOTAL INSTITUTIONAL AID	26,182,580	38.50%	27,136,332	38.00%	28,490,937	38.00%	29,917,419	38.00%	31,415,778	38.00%
NET TUITION REVENUE	41,824,121	66%	44,275,068	67%	46,485,213	68%	48,812,631	69%	51,257,322	69%
INSTRUCTIONAL FEES	267,068	0%	267,068	0%	267,068	0%	267,068	0%	267,068	0%
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,150,000	2%	1,150,000	2%	1,150,000	2%	1,150,000	2%
FEDERAL FINANCIAL AID	365,000	1%	365,000	1%	365,000	1%	365,000	1%	365,000	0%
ENDOWMENT INCOME	17,763,049	28%	17,873,792	27%	17,965,237	26%	18,053,172	25%	18,506,225	25%
INVESTMENT INCOME	150,000	0%	150,000	0%	150,000	0%	150,000	0%	150,000	0%
MISCELLANEOUS INCOME	257,000	0%	257,000	0%	257,000	0%	257,000	0%	257,000	0%
ASWC INCOME	516,368	1%	531,859	1%	547,814	1%	564,249	1%	581,176	1%
SPONSORED PROGRAMS	281,006	0%	285,126	0%	289,369	0%	293,739	0%	298,241	0%
AUXILIARY TRANSFER	975,656	2%	988,509	1%	1,002,050	1%	1,016,268	1%	1,031,155	1%
SUBTOTAL EDUCATION & GENERAL	63,549,268	100%	66,143,422	100%	68,478,752	100%	70,929,127	100%	73,863,187	100%
RESIDENCE HALLS	4,433,348	36%	4,655,015	36%	4,887,766	36%	5,132,154	36%	5,388,762	36%
FOOD SERVICE	4,788,226	41%	5,027,637	41%	5,279,019	41%	5,542,970	41%	5,820,119	41%
STUDENT CENTER	1,238,867	11%	1,241,283	11%	1,244,243	10%	1,247,737	10%	1,251,754	9%
OTHER AUXILIARY	736,806	7%	746,888	6%	757,272	6%	767,968	6%	778,985	6%
SUBTOTAL AUXILIARY	11,197,246	100%	11,670,823	100%	12,168,300	100%	12,690,829	100%	13,239,620	100%
TOTAL CURRENT FUND SOURCES	74,746,514		77,814,245		80,647,052		83,619,956		87,102,807	

Whitman College Budget Model-1

	14/15 Estimate	% Total	15/16 Estimate	% Total	16/17 Estimate	% Total	17/18 Estimate	% Total	18/19 Estimate	% Total
CURRENT FUND USES										
ASSUMPTIONS										
Faculty Salary Change	3.00%		3.00%		3.00%		3.00%		3.00%	
Staff Salary Change	3.00%		3.00%		3.00%		3.00%		3.00%	
Fringe Benefit Rate - OPE	40.00%		40.00%		40.00%		40.00%		40.00%	
INSTRUCTION	23,328,642	40%	23,993,731	41%	24,678,773	41%	25,384,367	41%	26,111,128	41%
ACADEMIC SUPPORT	7,759,123	13%	7,857,691	13%	7,957,198	13%	8,059,132	13%	8,196,462	13%
SPONSORED PROGRAMS	281,006	0%	285,126	0%	289,369	0%	293,739	0%	298,241	0%
STUDENT SERVICES	7,506,568	13%	7,661,002	13%	7,819,855	13%	7,983,414	13%	8,155,299	13%
INSTITUTIONAL SUPPORT	10,591,715	18%	10,907,799	18%	11,233,109	19%	11,568,107	19%	11,917,264	19%
PHYSICAL PLANT	8,002,391	14%	8,088,737	14%	8,177,384	14%	8,268,611	13%	8,367,206	13%
FEDERAL FINANCIAL AID	180,000	0%	180,000	0%	180,000	0%	180,000	0%	180,000	0%
SUBTOTAL EDUCATION & GENERAL	<u>57,649,445</u>	<u>100%</u>	<u>58,974,085</u>	<u>100%</u>	<u>60,335,688</u>	<u>100%</u>	<u>61,737,371</u>	<u>100%</u>	<u>63,225,600</u>	<u>100%</u>
RESIDENCE HALLS	3,918,411	37%	4,124,630	37%	4,341,470	38%	4,569,469	38%	4,809,196	38%
FOOD SERVICE	4,760,593	45%	4,999,175	45%	5,249,703	45%	5,512,774	46%	5,789,017	46%
STUDENT CENTER	1,209,885	11%	1,211,431	11%	1,213,496	10%	1,216,068	10%	1,219,135	10%
OTHER AUXILIARY	736,806	7%	746,888	7%	757,272	7%	767,968	6%	778,985	6%
SUBTOTAL AUXILIARY	<u>10,625,694</u>	<u>100%</u>	<u>11,082,125</u>	<u>100%</u>	<u>11,561,941</u>	<u>100%</u>	<u>12,066,279</u>	<u>100%</u>	<u>12,596,333</u>	<u>100%</u>
SUBTOTAL OPERATING EXPENSE	68,275,139		70,056,210		71,897,629		73,803,650		75,821,933	
CAMPUS REPLACEMENT RESERVE	2,497,448	81%	2,603,301	82%	2,713,640	82%	2,828,450	82%	2,947,713	82%
AUXILIARY REPLACEMENT RESERVE	571,552	19%	588,699	18%	606,360	18%	624,550	18%	643,287	18%
SUBTOTAL REPLACEMENT RESERVE	<u>3,069,000</u>	<u>100%</u>	<u>3,192,000</u>	<u>100%</u>	<u>3,320,000</u>	<u>100%</u>	<u>3,453,000</u>	<u>100%</u>	<u>3,591,000</u>	<u>100%</u>
ENROLLMENT CONTINGENCY	718,628		760,740		798,715		838,705		880,710	
TOTAL CURRENT FUND USES	<u>72,062,767</u>		<u>74,008,950</u>		<u>76,016,344</u>		<u>78,095,355</u>		<u>80,293,643</u>	
NET SOURCES / (USES)	<u>2,683,746</u>		<u>3,805,295</u>		<u>4,630,708</u>		<u>5,524,601</u>		<u>6,809,164</u>	

Whitman College

Request form for 2011/2012 budget

Prioritize:
 Highest - A
 Medium - B
 Lowest - C

Tim Kaufman-Osborn, Provost and Dean of Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages		29,343	95,293			
1	Department closing	Education		(5,000)	Brian Dott	A	Reductions to fund other initiatives
2	Contribute to cost-savings	Division I Office		(2,000)	Brian Dott	A	Reductions to fund other initiatives
3	Reduction in photocopying for personnel committee reviews	Personnel Reviews		(2,500)	TKO	A	Reductions to fund other initiatives
4	Contribute to cost-savings	Pre-Law		(500)	TKO	A	Reductions to fund other initiatives
5	Reallocate surplus professional activity funding	ASID		(18,000)	TKO	A	Reallocations
6	Cover funding for contingent faculty and professorships	Contract Travel		18,000	TKO	A	Reallocations
7	Combine travel funds for presenting at conferences and thesis/research	Student Thesis/Research		(8,000)	TKO	A	Reallocations
8	Combine travel funds for presenting at conferences and thesis/research	Student Research		8,000	TKO	A	Reallocations
9	ADD NEW POSITION: Off Campus Studies Assistant	Off Campus Studies	28,000		Susan Brick	A	Staff salaries
10	INCREASE HOURS: Fouts Center Administrative Assistant	Division II Office	1,343		Jon Walters	A	Staff salaries

Whitman College

Request form for 2011/2012 budget

Prioritize:
 Highest - A
 Medium - B
 Lowest - C

Tim Kaufman-Osborn, Provost and Dean of Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
11	Annual licensing fee for Final Cut Studio software	Art		2,165	Jon Walters	A	Academic departments
12	Restore funding for increased travel expense	Debate		2,500	Jon Walters	A	Academic departments
13	Increased cost of supplies	Theatre		2,500	Jon Walters	A	Academic departments
14	Cover service and supplies expense for increased enrollment	Biology		2,278	Kendra Golden	A	Academic departments
15	Additional supplies and student labor for increased enrollments	Chemistry		3,000	Kendra Golden	A	Academic departments
16	Increased expenses for additional faculty member	Geology		1,000	Kendra Golden	A	Academic departments
17	Begin building adequate budget for maintenance of new equipment	SEM		10,000	Kendra Golden	A	Academic departments
18	Help cover costs due to increased enrollments	BBMB		500	Kendra Golden	A	Academic departments
19	Restore funding to help offset training expense	Chemical Hygiene Officer		150	Kendra Golden	A	Academic departments
20	Student wages to increase Harvey Pool summer hours	SSRA Student Wages		1,000	Dean Snider	A	Fitness Center
21	Increased cost of materials	Library		12,000	Dalia Corkrum	A	Library
22	Increase costs of supplies, shipping and travel	Sheehan Gallery		1,400	Dawn Forbes	A	Sheehan gallery
23	Provide staff and faculty child care for two mandatory events	Provost/Dean of Faculty Office		1,800	TKO	A	Provost & Dean of Faculty Office
24	Restore funding to necessary levels for recruiting	Faculty Recruiting		20,000	TKO	A	Provost & Dean of Faculty Office

Whitman College

Request form for 2011/2012 budget

Prioritize:
 Highest - A
 Medium - B
 Lowest - C

Tim Kaufman-Osborn, Provost and Dean of Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
25	Anticipated cost increase of diversity hires	Immigration Fees		10,000	TKO	A	Provost & Dean of Faculty Office
26	NEW BUDGET: Establish PDOF Capital Fund for annual requests	PDOF Capital Fund		35,000	TKO	A	Provost & Dean of Faculty Office

Whitman College

Request form for 2011/2012 budget

Prioritize:
Highest - A
Medium - B
Lowest - C

Tim Kaufman-Osborn, Provost and Dean of Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages		29,120	116,219			
1	Establish staff salary line for position dependent on grant income	Provost Dean of Faculty Office	29,120		TKO	B	Staff salaries
2	Anticipated increase in student labor	Anthropology		500	Brian Dott	B	Academic departments
3	Restore funding for addition of faculty members	Religion		1,000	Jon Walters	B	Academic departments
4	Plan for periodic software upgrades	Digital Art Lab		2,000	Jon Walters	B	Academic departments
5	Increased cost of team travel	Debate		2,500	Jon Walters	B	Academic departments
6	Anticipate loss of on-campus lodging options	Music Travel		4,000	Jon Walters	C	Academic departments
7	Increase for piano tuning, library CD's and scores	Music		4,000	Jon Walters	C	Academic departments
8	Cost increases in student labor, supplies and sales tax	Theatre		7,000	Jon Walters	B	Academic departments
9	Cost increases in student labor, supplies and sales tax	Theatre		13,333	Jon Walters	C	Academic departments
10	Cover service and supplies for increased enrollments	Biology		2,000	Kendra Golden	C	Academic departments
11	Additional supplies and student labor for increased enrollments	Chemistry		1,965	Kendra Golden	B	Academic departments
12	Travel costs for additional course sections	Environmental Studies		2,321	Kendra Golden	C	Academic departments
13	Begin funding adequate budget for maintenance of new equipment	SEM		10,000	Kendra Golden	B	Academic departments

Whitman College

Request form for 2011/2012 budget

Prioritize:
 Highest - A
 Medium - B
 Lowest - C

Tim Kaufman-Osborn, Provost and Dean of Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
14	Begin building adequate budget for maintenance of new equipment	SEM		10,000	Kendra Golden	B	Academic departments
15	Help cover costs due to increased enrollments	BBMB		600	Kendra Golden	C	Academic departments
16	Help offset training/certification and other safety needs	Chemical Hygiene Officer		1,000	Kendra Golden	B	Academic departments
17	Communication & recruiting travel expense	Athletics - General		5,000	Dean Snider	B	Athletics
18	Address actual cost of program	Baseball		5,000	Dean Snider	B	Athletics
19	Address actual cost of program	Men's Basketball		5,000	Dean Snider	B	Athletics
20	Address actual cost of program	Women's Basketball		5,000	Dean Snider	B	Athletics
21	Address actual cost of program	Men's Golf		2,000	Dean Snider	B	Athletics
22	Address actual cost of program	Women's Golf		2,000	Dean Snider	B	Athletics
23	Address actual cost of program	Swimming		5,000	Dean Snider	B	Athletics
24	Long-range planning for equipment replacement	Fitness Center Equipment		5,000	Dean Snider	B	Fitness center
25	Long-range planning for equipment replacement	Fitness Center Equipment		20,000	Dean Snider	C	Fitness center

Whitman College

Request form for 2011/2012 budget

Prioritize:
 Highest - A
 Medium - B
 Lowest - C

Chuck Cleveland, Dean of Students

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages		108,524	190,700			
	Subtotal for "A" priorities		4,525	155,700			
1	Supplement endowment for Stuart Religious Counselor	Stuart Religious Counselor	4,525		Mukulu Mweu	A	Endowment for Stuart Religious Counselor does not cover current expense for salary, since the cutback in endowment payout. (2-81-42-30245)
2	POS System for Bookstore	Bookstore		19,500	Barbara Maxwell	A	A POS system would better allow the bookstore to maintain inventory control. This is the annual operating cost associated with a 5 year contract.
3	POS System for Bookstore - One time expense	Bookstore		57,500	Barbara Maxwell	A	Implementation costs associated with the POS system. One time, discounted rate with a 5 year contract.
4	Campus Calendar & Event systems - One time expense	Conference & Events		70,000	Barbara Maxwell	A	Response to campus wide demand for better information accessibility. This would replace R25 and prevents current double entry and lack of reports. Includes ability to view all events scheduled on campus.
5	Campus Calendar & Event systems	Conference & Events		2,700	Barbara Maxwell	A	Assumption that \$4500 yearly WCTS fees for R25 would go towards the \$7200 yearly fee. Starts year 2.
6	Conferences & Events Support Student Workers	Conferences & Events Support		6,000	Barbara Maxwell	A	Students provide relief for the Assistant's day off and to help with heavy/large jobs that cannot be performed by one person. Funding for this runs out at the end of the current fiscal year.
7	Nurse Practitioner for Health Center	Health Center	8,571		Rich Jacks	B	Recommended by external review; would provide 4 hours per week of women/reproductive health and see urgent care students as referred by the nurses.
8	Nurse Salary differential	Health Center	11,428		Rich Jacks	B	Recommended by external review; provides shift differential based on shifts worked, education and license. Based on Walla Walla shift differentials.
9	Nurse continuing education	Health Center		5,000	Rich Jacks	B	Recommended by external review; HC does not currently have budget for continuing education. With 12 nurses, this would provide one conference/educational opportunity every other year for each nurse.
10	Additional custodian	Residence Life	24,000		Nancy Tavelli	B	Custodians are extremely busy and it is impacting their ability to do an adequate job and to take their vacations.
11	Additional funds for Internships	Student Engagement Center		25,000	Clare Carson	B	The Student Engagement Center is able to fund only a small portion of the requested internships. This is becoming critical part of their experience at Whitman.
12	Space for current programs	Academic Resource Center			Clare Carson	B	Current shared office space is inadequate for existing programs. Main issues: more proctored tests, lack of privacy in order to meet with students, home to 17 SAs and 60 to 70 tutors.
13	Administrative support for Dean of Students	Dean of Students	25,000		Chuck Cleveland	B	Needed to provide service to students and program support.
14	Make the Stuart Religious Counselor full time	Stuart Religious Counselor	35,000	5,000	Mukulu Mweu	B	Provide increase to full time and also program support for this program.

Whitman College

Request form for 2011/2012 budget

Prioritize:
Highest - A
Medium - B
Lowest - C

Peter Harvey, Treasurer and CFO

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages		103,000	(2,500)			
	Subtotal for "A" priorities		23,000	(12,500)			
1	Athletic Insurance Premium Increase	Human Resources		7,000	Matern	A	The college has experienced a significant increase in medical claims for student athletes. This represents our minimum estimate for increased premium.
2	Administrative External Reviews	Human Resources		10,000	Matern	A	This budget currently has \$5,000 in it to fund 2 to 3 external reviews per year. Actual costs range from \$10,000 to \$15,000. It should either be properly funded or the number of reviews reduced to 1 per year.
3	Grounds Wage Budget	Grounds	(6,000)		Brown	A	Shift wage budget to playing fields to reflect increase labor needed to maintain them.
4	Playing Fields Wage Budget	Playing Fields	6,000		Brown	A	Shift wage budget from grounds to reflect increase labor needed to maintain them.
5	Reallocation of budget	Bratton Tennis Center building		(5,000)	Park	A	Shift to help fund other priorities
6	Reallocation of budget	Johnston Wilderness Campus		(4,000)	park	A	Shift to help fund other priorities
7	Maintenance budget rising costs	Maintenance Budget		7,500	Coleman	A	Support drinking water system backflow protector upgrades and increased maintenance contracts on fire protection systems
8	Custodial Supplies	Custodial Services		4,000	Wright	A	Increased Costs for expanded HJT
9	Custodial Staffing	Custodial Services	23,000		Wright	A	Add one custodian position to maintain increased square footage of campus from recent building additions.
10	Reallocation of budget	Physical Plant Operations		(32,000)	Park	A	Reallocate general plant expenses to cover cost of new custodian
11	Assistant Director Human Resources	Human Resources	55,000		Matern	B	Human Resources is not able to keep up with increasing responsibilities. Additional support is needed to manage international visas, employee safety and risk management and employee training and leadership development.
12	Leadership training	Human Resources		10,000	Matern	B	Provide ongoing leadership and supervisor training programs
13	Minor renovation projects - Reserve fund	Plant Reserve	25,000		Harvey	B	Establish reserve fund for minor renovations not covered under life cycle program

Whitman College

Request form for 2011/2012 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Tony Cabasco, Dean of Admissions and Financial Aid

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	Total for all pages		74,620	1,155		
	Subtotal for "A" priorities		43,500	0		
1	Wage budget for 4 external application readers	Admission	9,500		Director of Admission	A
2	Add admission officer	Admission	34,000		Director of Admission	A
3	Expand Senior Admission Intern	Admission	18,000		Director of Admission	B
4	2 Promotions to Assistant Director of Admission	Admission	10,000		Director of Admission	B
5	Upgrade Financial Aid Clerk position	Financial Aid	3,120	1,155	Dir. of Financial Aid Services	C

See attached memo for further explanations

MEMORANDUM

Whitman College
Office of Admission

TO: Budget Advisory Committee

FROM: Tony Cabasco, Dean of Admission & Financial Aid

DATE: November 10, 2010

SUBJECT: 2011-2012 Budget Request

Summary

Staff in admission and financial aid are aware of the continuing challenges the College faces in terms of additional funds and budgets. With this in mind, staff make the following budget requests of items that have been identified as the most important priorities. We understand that not all of these priorities will be funded, and that it is likely many of these requests will be deferred to subsequent years.

Admission and financial aid staff continue to pursue initiatives that enhance recruitment by allocating current budgets. For example, we captured a number of savings from reducing about 4,000 inquiries from certain sources that have not been fruitful in generating applications. Those savings were used on additional mailings to high school seniors to encourage an application to Whitman.

In addition, staff in Penrose House is using department surpluses to implement several important recruitment initiatives such as:

- Increasing the number of students search names purchased for recruitment of the 2012 and 2013 entering classes
- Pursuing an additional e-mail campaign that will help ensure application growth

Although strategic use of allocations and department surpluses have allowed staff in admission and financial aid to pursue several initiatives, the following budget items are of critical need.

Admission Budget Requests

Hire four part-time Application Readers - "A" Priority

Applications have increased 30% in the past four years with no additional time for review. In fact, the transition to a need-sensitive admission process will require our staff to complete the application and committee review process earlier than in the past. In recent years, we've used funds from other allocations and/or staff vacancies to hire part-time readers to assist with our review process. No such funds are available this year, and the current strategy of funding for this need through allocations or vacancies is not a viable long-term solution. Given the factors above, it's increasingly

important that we have the support to complete the application review process in a timely fashion. Four part-time readers for a two month period would greatly assist us in doing so. This would amount to \$9,500.

Hire an additional Admission Officer - “A” Priority

As the Dean of Admission & Financial Aid transitions away from the day-to-day operations in Admission to focus more on strategic initiatives including, but not limited to, enrollment, retention, registration, financial aid optimization and marketing, the office will need an additional admission officer to help absorb related duties previously performed by the Dean. These responsibilities, spread among the officer staff, include management of Student Search; coordination of web strategy; publications; recruitment and territory management; admission interviews and information sessions with prospective students and parents. An Admission Officer position for 2011-12 should start at \$34,000.

Expand Senior Admission Intern Program - “B” Priority

Admission Interns have been paid \$10/hour for more than a decade. Our external review in 2007 recommended expanding this program in order to assist admission officers by having interns conduct interviews and provide support for various admission programs. The number of interns have increased from 2 to 6 though the External Review recommended as many as 10-15. These students, like tour guides, are on the "front line," meeting with prospective students and families and articulating the Whitman message. Admission interns conduct interviews, read applications, and assist admission officers with organizing events and coordinating programs.

Admission staff recommends that we expand the number of senior admission interns from 6 to 10 and pay them \$12/hour. The net additional cost for 2011-12 would be: \$18,000. (Note: The net additional cost if we were to expand to 8 senior admission interns would be \$10,000).

Promotions from Admission Officer to Assistant Director of Admission - “B” Priority

We’ll likely have two admission officers who’ll be entering their third and fourth years in admission, respectively, with increased responsibilities. Their years of experience, quality of performance and level of responsibility all warrant a promotion to Assistant Director. The promotion would require \$5,000 each for a total of \$10,000.

Financial Aid Budget Requests

Upgrade the Financial Aid Clerk hours - “C” Priority

Increase the hours of the Financial Clerk from 35hrs/week to 40 hrs/week starting July 1, 2011. This proposal would make the Financial Clerk position consistent with other positions in the Financial Aid Office.

Current:

FTE= 1.0 Hours = 1,820 Hourly Wage= \$12.00 Annual Wages = \$21,840

Proposed:

FTE= 1.0 Hours= 2,080 Hourly Wage = \$12.00 Annual Wages = \$24,960

Net Increase:

Annual Wages = \$3,120

OPE = \$1,155 (assuming a 37% OPE rate)

Budget request total = \$4,275

Admission Budget Priorities Deferred

Customer Relationship Management (CRM) Software

Admission Staff have studied several CRM software solutions during the past 18 months, including the College Board's Recruitment Plus and Datatel's Recruiter (still in Beta product testing). With the announcement that the College Board will no longer support Recruitment Plus and Datatel's Recruiter has not moved beyond the Beta product stage, admission staff began reviewing Admission Lab's Enrollment Manager. We will continue to study additional CRM options while also assessing further Admission Lab's Enrollment Manager.

CRM software, an enhancement that would be added on top of the current Datatel Colleague, would provide admission staff with greater ease of use for reporting and day-to-day functions, more sophisticated tools to identify and target prospective students, and enhancements in work flow and processes.

Whitman College

Request form for 2011/2012 budget

Keiko Pitter, CTO

Prioritize;
Highest - A
Medium - B
Lowest - C

Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
Total for all pages		0	70,000		
1 Upgrade to the Blackboard Transaction System ONE TIME EXPENSE	Technology Infrastructure	0	70,000	Kevin Kelly	A

Blackboard is slowly phasing out the Unix based system currently in use at Whitman. The total cost for upgrade is \$124,122. Of these \$21,601 is being funded by the Bon Appetite reserve, \$13,244 by the Bookstore reserve, and \$20,000 by the IT Surplus. The request is for the remaining \$70,000.

DATE: November 7, 2010
 TO: Peter Harvey, Chief Finance Officer
 FROM: Keiko Pitter, Chief Technology Officer
 SUBJECT: 2011-2012 Budget Request for Technology

This is the requested budget from the Office of Technology.

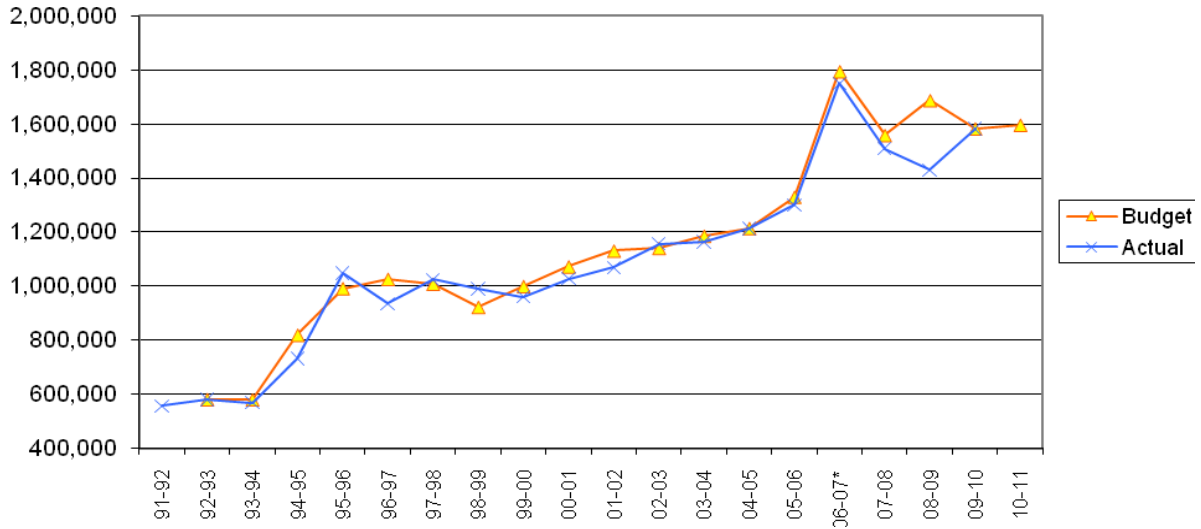
	<i>10-11 Budget</i>	<i>11-12 Request</i>	<i>change</i>
Institutional Accounts			
60001 CTO Office	22,000	22,000	0
60002 Computer Services	347,624	417,624	70,000
60003 Enterprise Technology	241,030	241,030	0
60021 Administrational Equipment	135,810	135,810	0
60025 General Telephone	119,861	119,861	0
Service Credit	-86,700	-86,700	0
60029 Telephone Replacement Reserve	19,000	19,000	
<i>Institutional Subtotal</i>	798,625	868,625	70,000
Instructional Accounts			
60004 Instructional Computing *	275,540	275,540	0
60005 Hunter	1,000	1,000	0
60006 Instructional Media Services	44,030	44,030	0
Service Credit	-3,000	-3,000	0
60007 Client Services	10,000	10,000	0
60020 Academic Equipment	335,000	335,000	0
60022 Network Infrastructure*	57,500	57,500	0
60023 Server Equipment*	77,500	77,500	0
<i>Instructional Subtotal</i>	797,570	797,570	0
TOTAL	1,596,195	1,666,195	70,000

Priority A Request: Upgrade to the Blackboard Transaction System (detail attached)

- Blackboard is slowly phasing out Unix based system used at Whitman College.
- The total cost of the project is \$124,122. Of these
 - \$21,601 to come from the Bon Appetite reserve
 - \$13,244 to come from the Bookstore reserve
 - \$20,000 to come from IT Surplus
- The request is for the remaining **\$70,000**.

IT Budget 1991-2011

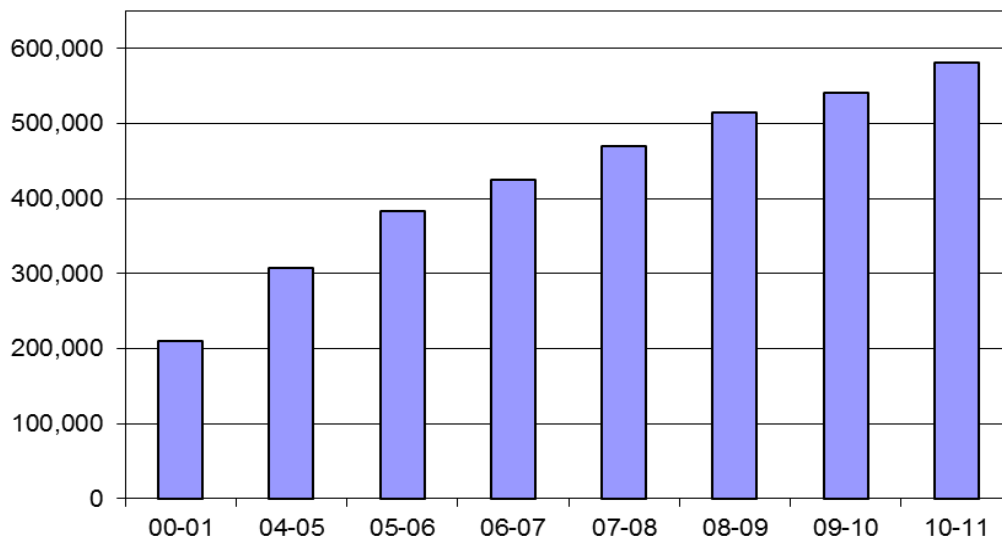
The chart below shows IT Budget from 1991 to 2011 and the actual IT expenditure from 1991-2010.



- for 06-07, IT was awarded several one-time funding (GIS Lab, network infrastructure, R18 upgrade, and VoIP Pilot).
- In 08-09, General Telephone came under IT.
- In 08-09, effort was made to reduce the expenditure
- 09-10 – cut in budget

Increase in Fixed Costs

Fixed cost items are license fees, maintenance contracts, and membership fees which we must pay to maintain services on campus.



BLACKBOARD TRANSACTION SYSTEM UPGRADE COST ESTIMATE

		Units	Cost/Unit	Total
Software				
<i>Blackboard Software</i>				
Transaction System License	SW-TRANS-01-P	1	0	0
BB Transact Install Media	SW-MEDIA-TRANSA	1	40	40
Facility/Door Access License	SW-E-SEC	1	11,495	11,495
Facility/Door Access Install Media	SW-MEDIA-TRANSA	1	40	40
Credit for Existing Door Access Software		1	-7,700	-7,700
<i>Oracle Database</i>				
Oracle 11g Standard (2 proc)	SW-E-DB2	1	4,500	4,500
Oracle Install Media	SW-MEDIA-3PTY	1	40	40
Backups				
Bakbone Netvault license		1	500	500
total				8,915
tax 8.6%				767
Software Cost				9,682
Server Hardware				
Dell PowerEdge R710 Server	1010838782264	1	10,127	10,127
tax 8.6%				871
shipping estimate				1,000
Server Cost				11,998
POS Registers				
Registers charged to the project				
Climbinb Wall	Config #1	1	4,065	4,065
Health Center	Config #1	1	4,065	4,065
Library	Config #2	1	3,405	3,405
OP Rental Shop	Config #1	1	4,065	4,065
Post Office	Config #1	1	4,065	4,065
total				19,665
tax 8.6%				1,691
Project Subtotal				21,356
Bon Appetite Registers				
Reid Café & Café 41	Config #1	3	4,065	12,195
Dining Halls	Config #3	3	2,565	7,695
total				19,890
tax 8.6%				1,711
Bon Appetite Subtotal				21,601
Bookstore Registers				
Bookstore	Config #1	3	4,065	12,195
total				12,195
tax 8.6%				1,049
Bookstore Subtotal				13,244
POS Register Cost				56,201
(POS w/o bookstore)				42,957

Estimated Consulting Services from Blackboard			
Implementation Management	48	190	9,120
Operational Readiness Package			
<i>Kickoff</i>	16	190	3,040
<i>Data Integration and System Configuration</i>	24	190	4,560
<i>Hardware Installation Assistance and Training</i>	24	190	4,560
Operational Enhancement Services			
<i>On-site Go Live</i>	17	190	3,230
<i>UNIX to UE3.0 Database Conversion Analysis and Tools</i>	1	4,950	4,950
Blackboard Remote and Onsite Customer Training	24	190	4,560
Estimated Travel and Related Costs	4	1,140	4,560
<i>Additional travel costs</i>	4	1,000	4,000
total			42,580
tax 8.6%			3,662
Consulting Services Cost			46,242
TOTAL PROJECT COST \$			124,122
(w/o Bookstore Registers)			110,878
(w/o Bookstore and Bon Appetite)			89,278

Register Configuration #1			4,065
<i>NCR RealPOS70</i>	<i>RDR-E-NCR70Dxx</i>	3,235	
<i>Cash Drawer for NCR RealPOS70</i>	<i>RDR-E-CASH70</i>	290	
<i>Thermal Receipt Printer for NCR RealPOS70</i>	<i>RDR-E-TRP97USB</i>	500	
<i>Network SurgeArrest Strip</i>		40	
Register Configuration #2			3,405
<i>NCR RealPOS21</i>	<i>RDR-E-NCR21xx</i>	2,525	
<i>NCR RealPOS20 Compact Cash Drawer</i>	<i>RDR-E-CASH20</i>	290	
<i>NCR 7197 Thermal Receipt Printer</i>	<i>RDR-E-TRP97</i>	550	
<i>Network SurgeArrest Strip</i>		40	
Register Configuration #3			2,565
<i>NCR RealPOS21</i>	<i>RDR-E-NCR21xx</i>	2,525	
<i>Network SurgeArrest Strip</i>		40	

ANNUAL COSTS for BLACKBOARD TRANSACTION SYSTEM

**starting FY 2012-2013

WCTS Cost	current cost	new cost	change
Software Licensing	32,000	33,605	1,605
Server License	3,000	900	-2,100
Cash Registers	3,370	5,175	1,805
total	35,000	39,680	4,680

Annual Cost Charged to Departments	current cost	new cost	change
Climbing Wall	327	407	80
Health Center	0	407	407
Library	305	341	36
OP Rental Shop	341	407	66
Post Office	341	407	66
Bon Appetit	1,226	1,989	763
Bookstore	830	1,220	390
total	3,370	5,175	1,805

Whitman College

Request form for 2011/2012 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

John Bogley, Vice President for Development & College Relations

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	Total for all pages		39,970	74,600		
1	Printing Services realignment with current volume realities	Printing Services		11,000	Ruth Wardwell	A
2	Web site upgrade--One-time expense	Communications		60,000	Ruth Wardwell	A
3	US Postal Service Requirements	Mailing Services		3,600	Ruth Wardwell	A
4	Fundraising Future	Development	36,000		Laurie Houck	A
5	Staffing	Communications	3,970		Ruth Wardwell	A

See attached memo for further explanations

Memorandum

TO: Budget Advisory Committee

FR: John Bogley, Vice President for Development & College Relations

DA: November 12, 2010

RE: 2011-2012 Budget Priorities

At our meeting on November 12, I will answer questions about the budget requests listed below. In addition, I will provide an overview of how reallocations and department surpluses are being used to bridge other gaps in funding requirements. The development and college relations operation is fortunate to have an existing surplus that will be drawn down this year significantly to meet emerging needs. The requests below are important investments in maintaining the quality of our programs.

Printing services budget realignments with current volume realities

In the last three years, the number of copies being made in our Boyer House facility and the number of posters and other projects created has dropped precipitously. Printing Services generates the revenues to cover most of its costs, including personnel and supplies. The revenue generated from copies has dropped 20% and the revenue from outsource printing has dropped by 15%. This drop in revenue has made it impossible for the Printing Services operation to cover its costs the way it has in the past. This \$11,000 augmentation to the budget will allow us to balance the budget when combined with more universal application of charges for design services

Web-site upgrade—one-time expense

Whitman's new visual identity and refinement in our messaging to prospective students and other off-campus constituents leads us to propose a modification of our website. The funds requested will enable us to hire a consulting firm with design expertise and result in an updated, more interactive site.

US Postal Service requirements

After a deficit of \$3,600 last year caused by increased permit fees and software license costs, which were then covered by surplus in other areas of college relations mailing services faces a continuation of these increased costs with insufficient budget to cover them. Whitman's US Postal Service non-profit permit fees and Postal Service required software saves over \$20,000 in postage costs that would otherwise be paid by department across campus.

Fundraising Future

As we approach the public launch of our campaign and the leadership gifts move us toward our goal, the need for a leap forward in annual fund work with the next generation of donors to the college looms. We need to increase our use of electronic solicitations, step up our use of social media in building connectivity to the college (and giving), and enhance our outreach to donors who consistently provide annual support and who have the potential to become major donors in the future.

Staffing

One of our two graphic designers and our campus communications officer/photographer had 2.5 hours cut from their work week during the budget retrenchment of 2008. Demand for their services has not diminished. Restoring these hours would both improve the college's publications and photography as well as customer service.

BUDGET ADVISORY COMMITTEE

FINAL BUDGET

2011 - 2012 PROPOSED BUDGET

Following are the budget parameters for the proposed 2011-2012 budget:

	<u>2010/2011</u>	<u>Proposed 2011/2012</u>
Budgeted Enrollment (10 students = \$243,000)	1455	1475
Enrollment Contingency	25 FTE \$600,800	44 FTE \$1,080,000
Tuition Increase (1% increase = \$331,000)	5%	4.5%
Tuition Discount (excluding Federal support) (.50% = \$296,000)	37.5%	39.5%
Private Gifts & Grants	\$1,150,000	\$1,150,000
Endowment Payout	4.4% \$15,175,000	4.8% \$16,458,000
Investment Income	\$150,000	\$100,000
Life Cycle Contributions	\$2,610,000	\$2,729,000
Salary Pool for Faculty (1% increase = \$191,000)	2%	.5%
Salary Pool for Staff (1% increase = \$170,000)	2%	.5%
Fringe Benefit Rate (.50% increase = \$131,000)	37%	39%
Room Increase (1% increase = \$36,000)	5%	5%
Board Increase (1% increase = \$39,000)	5%	4%

BUDGET DEVELOPMENT PROCESS

The budget development process begins in the summer with a retreat of the president's council. Each budget officer provides a progress report on their areas of the College's strategic plan as well as proposed changes to the strategic plan (the progress report and revised strategic plan were included in the November committee packet). The updated strategic plan is used as a guiding document by budget officers as they work with their departments to reallocate existing funds and propose budget changes. Every administrative and academic department develops budget proposals in September. All identify opportunities for new efficiencies, reallocate existing funds, and use department surpluses (if any) to fund one-time initiatives. Budget officers review and prioritize all budget proposals. The faculty Committee of Division Chairs reviews and prioritizes all budget proposals from academic programs.

In October, the president's budget advisory committee begins meeting. The committee is chaired by the College treasurer and includes faculty, staff and students. The first meetings are educational. Committee members learn how the budget works, key issues and budget modeling. Each budget officer presents their budget requests to the committee and the committee asks questions of the officers. The committee then provides feedback to the administration on proposed initiatives and key parameters such as tuition increases and salary pools.

This year trustee chair Jim Robart, in response to increased budget concerns, formed a budget working group of three trustees (Brad McMurchie, Dean Nichols and John Stanton) to work with Treasurer, Peter Harvey and Dean of Admission and Financial Aid, Tony Cabasco in developing the budget.

The proposed budget for 2011-2012 reflects the input of the on-campus committee and the trustee budget working group and is consistent with the planning assumptions presented to the trustees in November.

HIGHLIGHTS OF THE BUDGET

REVENUE

Enrollment

The proposed budget is based on a forecast of 1475 FTE enrollment, an increase of twenty students. This represents our best estimate for actual enrollment next year. The admission office will be targeting a first year class of 405 students in the fall (390 first year and 15 transfers). This is a reduction from recent class sizes of 420 - 440 to help alleviate enrollment pressures in the classroom.

The enrollment contingency is proposed to increase from 25 FTE to 44 FTE raising the contingency from \$600,000 to \$1,080,000. Staff believes this increased contingency is necessary given recent challenges in estimating financial aid and fringe benefit costs.

Tuition Increase and Discount Rate

Tuition is proposed to increase 4.5%, down slightly from the 5% increase this year. The discount rate is proposed to increase from the current budgeted rate of 37.5% to 39.5%. The proposed rate is down from the forecasted rate of 40.9% for the current year. Steps proposed to lower the discount rate are included in Tony Cabasco’s report. The budget also increases the fee for students studying off campus from \$250 per semester to \$500 per semester. It makes sense to increase this fee now to help offset the high costs of this program. Additional increases should be considered in subsequent years.

As noted in the report from the budget working group, the College needs to do a better job of monitoring predicting overall financial aid expenditures and corresponding net tuition revenue. In the future, the administration will be reviewing the financial aid expenditures for the incoming class before making final awards for returning students in June. In order to assess what adjustments might be necessary in June, the College will track the revenue and financial aid budgets separately between first year and returning students.

	<u>First Year</u>	<u>Returning</u>	<u>Total</u>
FTE Students	405	1,070	1,475
Gross Revenue	16,272,900	42,992,600	59,265,500
Financial Aid	5,370,057	18,039,816	23,409,873
Net Tuition Revenue	10,902,843	24,952,784	35,855,627
Discount Rate	33.0%	42.0%	39.5%

It should be recognized that even with this more rigorous approach to managing financial aid to meet our net tuition revenue goals, there are variables the College cannot control. The number of admitted students who pay deposits in May but actually show up in September fluctuates (summer melt). The number of students going on and returning from leaves of absence, off-campus studies, also fluctuates. These changes not only affect enrollment, but can have a significant impact on financial aid and discount rate depending on the level of need. Thus, it remains vital the College maintain an appropriate contingency in the budget each year.

Endowment Payout Rate

The endowment payout rate is increasing from 4.4% to 4.8% consistent with the flexible payout model approved by the trustees in 2008. The payout rate on new gifts will be at the full 4.8% for gifts held by the College for a full year. Previously, the payout was phased in over the trailing twelve quarter average. This change was approved by the trustees November 5, 2010.

Auxiliary Transfer

The income transferred from auxiliaries to support the education & general budget is increasing by \$60,000. This is a little larger than usual in recognition of the fact that auxiliaries have accrued substantial surpluses in recent years due to increased enrollment.

EXPENSES

Salary Pool

Faculty and staff salary pools are proposed to increase .5%. The administration had hoped to have a higher pool, but it was not possible given the limited progress made in reducing fringe benefits and the discount rate in one year.

Fringe Benefits

The fringe benefits rate is proposed to increase from the current budgeted rate of 37.5% to 39%. The 39% proposed rate is down from the current forecasted rate of over 40% due to an actuarial review confirming the College contribution to the grandfathered retiree medical plan can be reduced from the current level of \$382,000 to \$130,000.

Life Cycle Contributions

The life cycle contribution is increasing from \$2,610,000 to \$2,729,000. The contribution equals .95% (down from the previous rate of 1.14%) of the replacement value of the physical plant. The new funding level was approved by the buildings and grounds committee and trustees at the November, 2010 meeting. The slightly reduced percentage contribution level is believed to be sustainable over the long-term and is proposed in lieu of the previous approach of reducing the contribution by \$500,000 to address budget challenges.

Debt Service

Debt service is increasing \$344,000. This increase is part of the scheduled phase in of the College's 2008 bond issuance used to fund the Sherwood Center, Olin Hall, Maxey Hall and Harper Joy Theatre projects. Total debt service is \$3,011,000 or 4.6% of the total operating budget. There will be one additional year of phasing-in the debt service at an increase of approximately \$160,000.

Budget Reallocating and Budget Enhancements

Departments and budget officers reviewed existing budgets for opportunities to make cuts and reallocate resources to fund top priorities. Everyone fully understands the constraints on the operating budget and most operating budgets remained flat. Approximately \$135,000 in existing budgets was cut. An additional \$112,000 was reallocated within existing budgets to fund higher priorities for a total of cuts and reallocations of \$247,000. Operating budgets (excluding life cycle contribution and debt

service) are increasing \$152,000 net of these cuts and reallocations. Following are the highlights of budget changes:

Primary Budget Increases

- New Financial Analyst position for Financial Aid and Admissions \$50,000
- Fill vacant Associate Dean of Faculty through national search 40,000
- Academic support (Maintenance Contracts, Supplies, Recruiting) 78,000
- Administrative support (student wages, Service Contracts etc.) 47,000
- New custodian position 23,000
- Fringe benefits on new salaries 49,000
- Subtotal \$287,000

Budget Cuts (\$135,000)

Net Increase \$ 152,000

Budget Reallocations

In addition to the budget cuts, \$112,000 was reallocated within existing budgets to fund higher priorities:

- Reduced president’s contingency to upgrade president’s office staff positions
- Reallocated position in Student Engagement Center to create a new position to focus more on career counseling and hire a new director to better integrate internships and community service programs with the academic program
- Reassigned development travel funds to launch new program designed to cultivate young alumni into major gift donors

• **One-Time Requests funded with Department Surpluses**

- Campaign video \$100,000
- Consultant review of annual fund program 18,000
- Data analyzer software (for prioritizing development prospects) 25,000
- New server and operating system for campus card system 124,000

Highlights of Priorities Funded With Gifts and Endowments

- Continuation of two assistant coaches for one year \$ 50,000
- Purchase of confocal microscope 549,000
- WISE Program (outreach to middle school students) 22,000
- Faculty Research in Chemistry Grant 35,000
- Assessment of Student Learning Grant 25,000
- W Club funds to support varsity athletics 200,000
- Sustaining Innovation Endowment 200,000

Evans Distinguished Lecturer in Music Endowment	200,000
Jackson International Scholarship Endowment	240,000
Pitts Endowment for Support of Off-Campus Studies & Library	275,000
Varsity Athletics Endowment	350,000

Future Initiatives

In addition to the immediate steps taken to balance the budget next year, following are the ongoing initiatives being explored:

- Home based tuition model for Off-Campus Studies
- Continued work with faculty and staff fringe benefits committees to reduce fringe benefits costs
- Outsourcing of college bookstore
- Outsourcing additional college print reproduction services
- Elimination of lunch service at Baker Faculty Center

Conclusion

This budget focuses primarily on the realities of addressing rising debt service, financial aid and fringe benefits costs. The College is taking steps to address the rising financial aid and fringe benefits costs, but it will take several years to fully realize the savings from these steps. After addressing these three primary issues, there is very little money available for other new initiatives. In addition to a .5% salary pool, the College is increasing operating budgets overall by just \$152,000. Most budgets are unchanged. Yet, due to a combination of budget cuts and reallocations and new gifts and endowments the College will still make progress in improving our overall programs and facilities in significant ways over the next year. The renovated Harper Joy Theater (funded with gifts and debt service) will greatly enhance our theater program. New equipment will be purchased for the sciences. New endowments will enable the College to continue to innovate and enhance the learning opportunities for our students. Reorganization will enhance the career and internship opportunities for our students and recent graduates as well as better link our out of classroom experiences with the academic program. Key investments are being made to support the capital campaign.

Whitman College Budget Report

	2009/10 Approved Budget	% Total	2010/11 Approved Budget	% Total	2011/12 Requested Budget	% Total
CURRENT FUND SOURCES						
Full-time equivalent students	1,445		1,455		1,475	
Annual tuition charge	36,620		38,450		40,180	
Annual tuition increase	5.00%		5.00%		4.50%	
Discount rate	37.00%		37.50%		39.50%	
TUITION & FEES	52,915,900		55,944,750		59,265,500	
LESS UNRESTRICTED FINANCIAL AID	13,970,600		15,456,208		17,477,152	
LESS RESTRICTED FINANCIAL AID	<u>5,608,283</u>		<u>5,523,073</u>		<u>5,932,721</u>	
SUBTOTAL INSTITUTIONAL AID	<u>19,578,883</u>		<u>20,979,281</u>		<u>23,409,873</u>	
NET TUITION REVENUE	33,337,017	64%	34,965,469	65%	35,855,627	64%
INSTRUCTIONAL FEES	267,068	1%	267,068	0%	379,616	1%
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,150,000	2%	1,150,000	2%
FEDERAL FINANCIAL AID	365,000	1%	365,000	1%	340,000	1%
ENDOWMENT INCOME	15,175,000	29%	15,175,000	28%	16,457,962	29%
INVESTMENT INCOME	150,000	0%	150,000	0%	100,000	0%
MISCELLANEOUS INCOME	257,000	0%	257,000	0%	266,000	0%
ASWC FEES	445,424	1%	458,786	1%	462,400	1%
SPONSORED PROGRAMS	273,451	1%	250,000	0%	250,000	0%
AUXILIARY TRANSFER	<u>922,140</u>	<u>2%</u>	<u>931,361</u>	<u>2%</u>	<u>991,339</u>	<u>2%</u>
SUBTOTAL EDUCATION & GENERAL	<u>52,342,100</u>	<u>100%</u>	<u>53,969,684</u>	<u>100%</u>	<u>56,252,944</u>	<u>100%</u>
RESIDENCE HALLS	3,473,644	38%	3,647,326	39%	3,829,693	39%
FOOD SERVICE	3,716,307	41%	3,902,122	41%	4,058,207	42%
STUDENT CENTER	1,232,471	14%	1,232,471	13%	1,232,471	13%
OTHER AUXILIARY	<u>677,751</u>	<u>7%</u>	<u>683,350</u>	<u>7%</u>	<u>630,995</u>	<u>6%</u>
SUBTOTAL AUXILIARY	<u>9,100,173</u>	<u>100%</u>	<u>9,465,269</u>	<u>100%</u>	<u>9,751,366</u>	<u>100%</u>
TOTAL CURRENT FUND SOURCES	<u>61,442,273</u>		<u>63,434,953</u>		<u>66,004,310</u>	

Whitman College Budget Report

	2009/10 Approved Budget	% Total	2010/11 Approved Budget	% Total	2011/12 Requested Budget	% Total
CURRENT FUND USES						
Faculty salary change	0.0%		2.0%		0.5%	
Staff salary change	0.0%		2.0%		0.5%	
Fringe benefit rate - OPE	37.0%		37.0%		39.0%	
INSTRUCTION	20,031,897	40%	20,525,680	40%	21,138,800	40%
ACADEMIC SUPPORT	7,038,700	14%	7,089,811	14%	7,160,334	14%
SPONSORED PROGRAMS	273,451	1%	250,000	0%	250,000	0%
STUDENT SERVICES	6,644,653	13%	6,796,502	13%	7,009,087	13%
INSTITUTIONAL SUPPORT	8,885,400	18%	9,308,849	18%	9,532,085	18%
PHYSICAL PLANT	6,641,984	13%	7,120,363	14%	7,692,939	15%
FEDERAL FINANCIAL AID	180,000	0%	180,000	0%	183,750	0%
SUBTOTAL EDUCATION & GENERAL	<u>49,696,085</u>	<u>100%</u>	<u>51,271,205</u>	<u>100%</u>	<u>52,966,995</u>	<u>100%</u>
RESIDENCE HALLS	3,023,644	35%	3,185,326	36%	3,364,693	36%
FOOD SERVICE	3,690,307	43%	3,877,570	43%	4,025,906	44%
STUDENT CENTER	1,206,721	14%	1,206,721	13%	1,206,721	13%
OTHER AUXILIARY	677,751	8%	683,350	8%	630,995	7%
SUBTOTAL AUXILIARY	<u>8,598,423</u>	<u>100%</u>	<u>8,952,967</u>	<u>100%</u>	<u>9,228,315</u>	<u>100%</u>
SUBTOTAL OPERATING EXPENSES	<u>58,294,508</u>		<u>60,224,172</u>		<u>62,195,310</u>	
CAMPUS REPLACEMENT RESERVE	2,069,250	80%	2,097,698	80%	2,205,949	81%
AUXILIARY REPLACEMENT RESERVE	501,750	20%	512,302	20%	523,051	19%
SUBTOTAL REPLACEMENT RESERVE	<u>2,571,000</u>	<u>100%</u>	<u>2,610,000</u>	<u>100%</u>	<u>2,729,000</u>	<u>100%</u>
ENROLLMENT CONTINGENCY	<u>576,765</u>		<u>600,781</u>		<u>1,080,000</u>	
TOTAL CURRENT FUND USES	<u>61,442,273</u>		<u>63,434,953</u>		<u>66,004,310</u>	
NET SOURCES / (USES)	<u>0</u>		<u>0</u>		<u>0</u>	